

SECRET

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16 DEC 1967

MEMORANDUM FOR: Executive Director-Comptroller  
THROUGH : Deputy Director for Support  
SUBJECT : Contract Reemployment of Annuitants

1. Upon my return from leave I learned that there was an urgent need to establish more precise concepts and policies regarding the contractual employment of annuitants. Upon review of the paper submitted by my Office, I became convinced that the paper under consideration, if published, would not achieve the purposes intended.

2. In terms of Agency retirement policy, Agency employees are equally (if not more) critical and resentful of the continuation of selected employees in service beyond retirement age as they are to contractual employment of retirees. Regarding the latter group, the true point of resentment lies with the possibility that retired contract employees will continue to serve in Agency facilities performing staff-type duties. The appearance is one of pro forma compliance with policy. The proposed issuance does nothing to alleviate suspicion on this point or the probability that this will happen.

3. In addition, I found the paper under consideration incomplete and inconsistent in policy considerations and inherently in conflict with accepted government policies and practices in establishing appropriate compensation.

4. I therefore undertook to prepare a substantially reoriented paper which, however, contains all of the elements of the original together with additional material which I consider essential.

5. My offering has been hastily and laboriously prepared and it may require considerable polishing. In view of the urgency to establish basic guidelines for compensation for the contractual employment of annuitants and the level of approvals required, the immediate attention of those concerned would be limited to those critical points.

6. At Tab A there is attached my basic analysis of the situation that exists today and my conclusions as to what must be done at a minimum to protect present policy and, at the same time, permit the Agency to continue to use the services of selected individuals beyond retirement age where urgently needed.

7. Tab B is my revised issuance which I recommend be considered at least with regard to the policy and compensation questions requiring immediate resolution.

/s/ Emmett D. Echols

Emmett D. Echols  
Director of Personnel

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